Manitoba

Annual Report 1990-91

Civil Service Commission

Includes 10% post-consumer waste

92-03982/

Manitoba

Minister of Labour

Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

His Honour
The Honourable George Johnson
Lieutenant-Governor of Manitoba
Room 235 Legislative Building
Winnipeg, Manitoba

May It Please Your Honour:

I present herewith the 73rd annual report of the Manitoba Civil Service Commission for the period April 1, 1990 to March 31, 1991.

Respectfully submitted

Darren Praznik

Darren Praznik
Minister Responsible for
The Civil Service Act

Manitoba

Civil Service Commission

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Minister Responsible for
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Sir

In conformity with the provisions of The Civil Service Act, I am pleased to forward to you, the minister responsible for administration of The Civil Service Act, the 73rd Annual Report of the Manitoba Civil Service Commission.

This report covers the period April 1, 1990 to March 31, 1991 and includes a review of the Commission's activities for that period.

Respectfully submitted

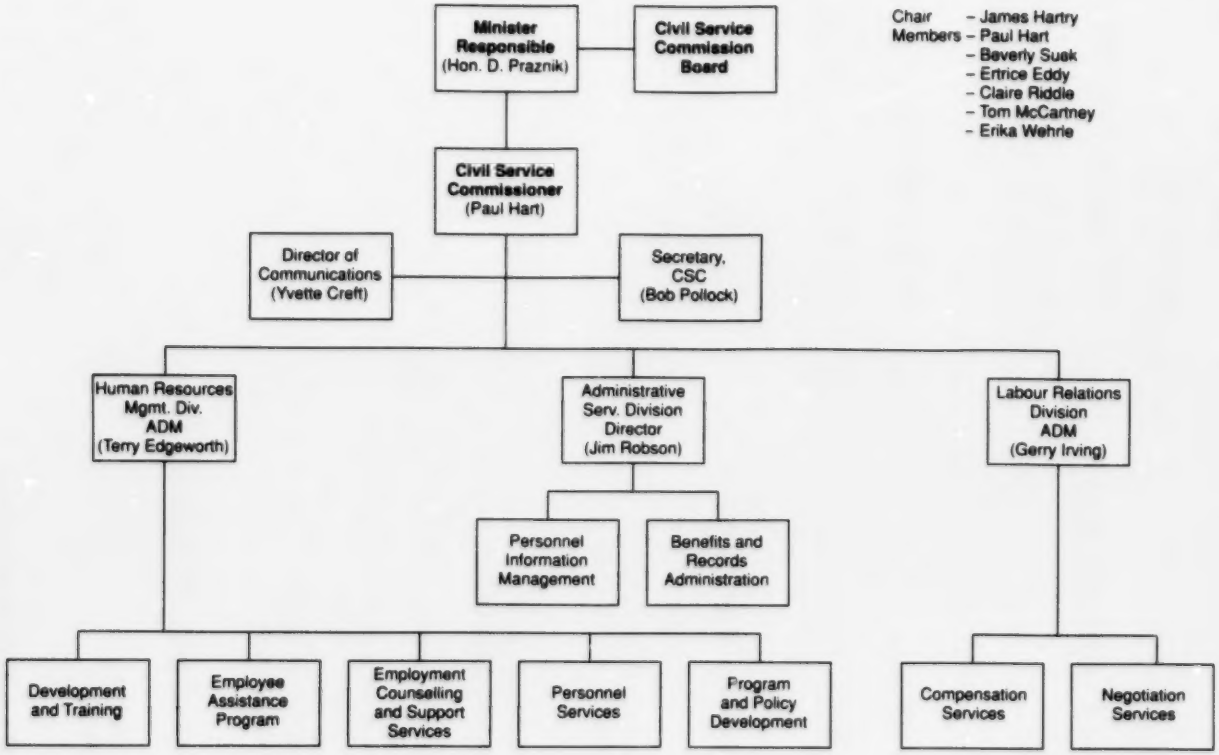
James W. Hartry
Chairperson

Table of Contents

TITLE	PAGE
Organization chart	8
Introduction	9
PART I	
Civil Service Commission Board	13
PART II	
Executive Office	18
Secretary to the Board	18
Communications	18
Administrative Services Division	20
Benefits and Records Administration	20
Personnel Information Management	21
Human Resources Management Division	22
Program and Policy Development.	22
Personnel Services	23
Employment Counselling and Support Services	24
Employee Assistance Program	26
Development and Training	26
Workforce Adjustment Program	27
Career Development Program	27
Labour Relations Division	29
Compensation Services	29
Negotiation Services	29
Civil Service Commission Benefit Plans	31
Levy for Health and Post-Secondary Education	32
PART III	
Financial Information Section	
Expenditure summary	34
Revenue Summary	35
Five Year Expenditure & Staffing Summary	36
Appendices	
Employment	39
Comparative employment for all employees.	40
Monthly employment	42
Competitions	43
Applicants	44
Comparative applicant totals	44
Applicants by category	45
Average applications per competition	46

Organization Chart – Civil Service Commission

as at March 31, 1991



Introduction

The Civil Service Act provides for the management, direction and administration of personnel matters within the government service through the combination of a seven-member Civil Service Commission Board and a department reporting through a deputy head to the Minister Responsible for The Civil Service Act.

Programs and policies respecting human resource management for the civil service are developed under the provisions of The Civil Service Act and government policy direction and are implemented under the authority of the Civil Service Commission or the Lieutenant-Governor-in-Council as provided under The Civil Service Act.

A citizen member is designated chairperson of the Civil Service Commission Board. A full-time Commissioner, who is a civil servant, is deputy head of the department of the Civil Service Commission.

The Commission Board applies and carries out those provisions of the Act for which it is responsible including delegating authority to staff of the Civil Service Commission. Through the deputy head, the Board ensures that policies and programs for which it is responsible are administered according to the provisions of the Act. As a quasi-judicial body the Board hears appeals under the Act, regulations and collective agreements.

The Civil Service Commission - Role and Mission

The Civil Service Commission is an independent and impartial agency of government created under The Civil Service Act. The Commission ensures effective development and delivery of a comprehensive human resource management service consistent with the terms of The Civil Service Act, responsive to general government policy and supportive of departmental and/or broad organizational goals.

In accomplishing its mandate, the Commission places emphasis on adherence to the principle of merit and equity of treatment, support for affirmative action to ensure equal employment opportunity and the development of a co-operative approach to union-management relations. Emphasis on service is stressed in the provision of leadership to the personnel community in government along with the recognition that human resource management is an essential component of management's general accountability.

Functional organization

The Civil Service Commission currently consists of an executive office which performs managerial functions and provides services to the Civil Service Commission Board and three operating divisions which deliver its programs and services.

Program highlights

Implementation and Support to Affirmative Action Program

The Executive Development for Women and Career Development Programs launched during 1989/90 were fully operational during 1990/91. A staff officer of the Commission was assigned to monitor the implementation of each program. During 1990/91, 130 employees were involved in the Executive Development Program for Women. Five departmental positions were identified within the Career Development Program with management trainees being recruited into these positions. A Career Pathing Inventory was established to assist in the development of clerical and administrative support staff.

The Affirmative Action Aboriginal Program established during 1989/90 was fully operational with a full-time coordinator and undertook a survey of all aboriginal employees in government.

Presentations were made to the Commission Board on incorporation of Affirmative Action into the staffing process.

Decentralization

During 1990/91 an office was established within the Commission to facilitate and administer the Human Resource Management component of the Government decentralization program. The Commission developed policies and services to facilitate the decentralization program and assist employees whose positions were affected by decentralization.

Civil Service Audit

During 1990/91 an audit of civil service employment policies and practices was undertaken by an outside management consulting firm to assess whether the recruitment and selection process, the classification process and their application result in equitable treatment of civil servants with a specific emphasis on women and other designated groups. The results of the audit are expected to be available during 1991/92.

Workforce Adjustment Program

During 1990/91 the expiration of employment Security provisions and anticipated impact of the estimates review process required re-priorization of staff resources with the Commission toward the development of a workforce adjustment strategy and operational plan to ensure a centrally co-ordinated process to manage Workforce Adjustment during 1991/92.

Employee Assistance Program

The employee assistance program continued to experience an increase in employee contacts for the fourth consecutive year with a 11% increase over 1989/90 and growth in consultations, psychological debriefing of employees and mediation of workplace conflict.

Delegation of Classification Authority

Following a survey of departmental interest, procedures and criteria are being established to permit delegation of classification authority to departments during 1991/92. Delegation will permit re-allocation of resources toward classification training, development of classification standards and audit of departmental classification practices.

Feasibility Study of Manitoba Employee Information System

During 1990/91 fifteen system projects in support of the Manitoba Employee Information System (MEIS) were completed addressing system changes designed to assist in the effective management of the government's human resources. Work is continuing on the multi year project of redeveloping the MEIS. As part of the development of the MEIS system, the maintenance of over 22,000 central employee files has been eliminated with the implementation of on-line inquiry access.

Statistical highlights.

The year under review brought a moderate increase in the total civil service workforce to 18,435 in March 1991, compared to 18,397 in March 1990. The total number of regular civil service employees decreased to 15,519 in March 1991 from 15,674 in March 1990.

The number of competitions decreased to 660 in 1990/91 from 883 the previous year. While the total number of job applications decreased, the number of applications per competition increased. In 1990/91 the Commission received 18,981 job applications, or an average of 29 applicants per competition as compared with 20,981 applications or an average of 23 applicants per competition the previous year.

During 1990/91 there were 931 appointments with 50.6% internal and 49.4% external. This compares with 1,185 appointments in 1989/90 with 59.7% internal and 40.3% external.

The number of appeals decreased to 38 from 56 in 1989/90. Eighteen appeals were heard in 1990/91 with 4 being granted and 14 denied.

At the end of March, 1991, representation of affirmative action designated groups in the civil service was: Women 47.94%, Aboriginal people 4.52%, persons with disabilities 2.34%, visible minorities 2.71%. This compares to representation in 1989/90 of: Women 47.98%, Aboriginal people 4.28%, persons with disabilities 2.32%, visible minorities 2.62%.

The following detailed report is divided into three sections. Part I sets out the membership and responsibilities of the Civil Service Commission Board and its activities during the reporting period , while Part II describes services, programs, and achievements of the Department of the Civil Service Commission. Part II is organized in accordance with the Department's appropriation structure, reflecting the authorized votes as approved by the Legislature. Displayed in Part III are appendices which contain financial information, and historical and comparative tables.

PART I

Civil Service Commission Board

The Civil Service Commission Board is constituted under Section 4(1) of The Civil Service Act and consists of not less than three nor more than seven members appointed by the Lieutenant-Governor-in-Council (the Cabinet). One member is designated chairperson. Three members may constitute a quorum for any business of the Commission.

The Board

James W. Hartry, Chairperson
Paul Hart, Civil Service Commissioner
Beverly Suek, Citizen Member
Ertrice Eddy, Citizen Member
Claire Riddle, Citizen Member
Tom McCartney, Citizen Member
Erika Wehrle, Citizen Member

A full time Secretary, who is not a member of the Civil Service Commission Board, provides functional guidance and staff support for all the Board's activities. The Secretary manages the Commission's quasi-judicial appeal functions, including procedural and legal consultation, registration and administration of all appeal matters and decisions on appeal.

During 1990/91 the Board had a full complement of seven members.

Administration of The Civil Service Act

The Civil Service Commission Board applies and carries out those provisions of The Civil Service Act for which it is responsible. They include:

- delegating to staff of the Commission and departments, authority to administer provisions of The Civil Service Act.
- advising the Minister responsible on the status of personnel administration in Government.
- ensuring, through the Deputy Head, that civil service policies and programs for which it is responsible are administered in accordance with the provisions of The Civil Service Act.

The Commission carries out its functions and responsibilities through the staff organization outlined in this report. In addition, the Board receives regular presentations from Commission staff on new and ongoing programs and policy initiatives.

The Commission may make recommendations to the Minister responsible on personnel administration in government and for each fiscal year submits to the Minister a report on the activities of the Commission and administration of The Civil Service Act. In its quasi-judicial function, the Board acts as an appeal tribunal under the provisions of The Civil Service Act, regulations, and collective agreements.

Merit and Redress Under The Civil Service Act

The Act provides authority for selection and appointments based on the merit principle and provides for the establishment of a classification plan. The exercise of authority under the Act is subject to checks and balances including audits, independent investigations, grievance and arbitration procedure and appeals to the Civil Service Commission Board.

The exercise of delegated staffing authority by departments is subject to periodic review. Appointments are subject to both administrative review by Commission audit staff and to appeal under the Regulations or applicable collective agreements. The exercise of classification authority is subject to appeal or review by the Commission Board.

Other matters may be appealed to the Commission under the Regulations and collective agreements or pursued through grievance/arbitration procedures under either the Regulations or applicable collective agreements.

The Commission may upon its own initiative or upon request conduct investigations under the Act.

The appeal function includes:

- all appeals from employees excluded from the terms of any collective agreement,
- appeals regarding selection and classification disputes,
- appeals under the conflict of interest policy for government employees.

Commission Board Activities 1990/91

During 1990/91 the Board met on a regular basis to review matters of concern to the Board arising during the year and to consider presentations from staff on programs administered by the department.

	1986/87	1987/88	1988/89	1989/90	1990/91
Submissions	66	44	2	44	53
Staffing Audits	16	8	13	12	11

The comparative number of appeals initiated declined during 1990/91 returning to the level experienced in 1987/88.

	1986/87	1987/88	1988/89	1989/90	1990/91
Number of appeals initiated	43	44	70	56	38
Number of appeals heard	18	18	38	27	18
Number of appeals granted	6	1	9	13	4
Number of appeals denied	12	17	29	14	14

The Board continued its practice of holding one meeting a month with all members present to consider policy, administrative and program matters. The Commission continued the practice of referring all appeal decisions, once issued, to the full Commission Board for information and discussion. An index and summary of Commission Appeal Board decisions is maintained for reference by individual appeal boards and parties to an appeal.

The Board continued to develop and refine its appeal procedures in response to the increasing complexity of matters submitted on appeal and the requirement to maintain consistency and ensure all parties to an appeal understand the appeal process and the requirements of the Commission on appeal matters.

The Board maintained an overview of Commission staff activities through regular reports and monitoring of appeals and scrutinized delegated recruitment and staffing authority through regular staffing audit reports. The Board paid particular attention to the attainment of objectives set out in the departmental affirmative action plans when reviewing staffing audit reports. The departmental personnel director and the Commission affirmative action co-ordinator were requested to be present during review of departmental affirmative action initiatives. The Board also requested additional clarification on the incorporation of affirmative action into the staffing process under delegated authority.

The Board reviewed and supports the delegation of classification authority to departments of government under specific qualification, training and program standards and anticipates that this will occur during 1991/92.

The Commission continued the practice of having citizen members other than the chairperson chair individual appeal hearings to facilitate the provision of timely hearings and increase the participation of Commission members on appeal boards. The training of board members in hearing procedures and decision writing was provided during the past year.

The activities of the Commission including related statistics are outlined in the appropriate sections of this report.

Board Activity Summary 1990/91

Appeals

Appeals Received	38
Appeals Pending from 1989/90	27
Appeals Not Accepted	—
Appeals Withdrawn	28
Appeals Heard	18
Appeals Granted	4
Appeals Granted Other than Requested — Appeals Denied 14	
Appeals Pending to 1991/92	19

Appeals by type

	Initiated	Pending from 1989/90	Withdrawn	Granted	Granted Other	Denied	Pending to 1991/92
Classification	11	12	11			10	3
Selection Classification	25	13	14	3		4	16
Dispute Conflict of Interest		1	1				
Benefits Administration		1		1			
Dismissal Administrative Review		2	2				
Total	**38**	**27**	**28**	**4**		**14**	**19**

Personnel Policy Administration:

Educational Leave	7
Special Merit Increment	9
Additional Remuneration	13
Indefinite Suspension	-
Extension of Sick Leave	-
Compulsory Medical Retirement	-
Salary Adjustment	-
Over-Range Pay Determination	24
Establishment of Probationary Period	-
Leave of Absence	-

Delegation of recruitment and selection to departments

Department	Initial delegation	Extension of delegation
Labour	April 1/80	to Sept. 1/91
Rural Development	March 1/80	to May 1/91
Agriculture	March 1/80	to March 1/92
Family Services	Aug. 1/89	to Sept. 1/91
Northern Affairs	April 1/80	to May 1/91
Education	May 1/80	to April 1/92
Health	May 1/80	to July 1/91
M.H.S.C.	July 1/80	to July 1/92
Government Services	Oct. 1/81	to May 1/91
Finance	Nov. 1/82	to Nov. 1/92
Justice	May 1/83	to May 1/91
Energy & Mines	May 1/83	to June 1/91
Highways & Transportation	Jan. 1/85	to April 1/92
Co-operative, Consumer & Corporate Affairs	April 1/86	to April 1/93
Natural Resources	April 1/86	to June 1/92
Housing	April 1/86	to May 1/91
Environment	Jan. 1/87	to Jan. 1/93
Manitoba Lotteries Foundation	Sept. 1/88	to Sept. 1/92
Culture, Heritage & Recreation	Jan. 1/89	to April 1/91
Industry, Trade & Tourism	Aug. 1/89	to Aug. 1/92

PART II

Civil Service Commission Executive Office

The Executive Office provides executive policy direction, control and co-ordination to Civil Service Commission programs, develops the strategic planning process for the department, monitors department wide initiatives, and advises the Civil Service Commission Board and the government on human resource management issues in government.

Executive Office staff co-ordinate delivery of advisory and administrative services to the Commission Board and direct the department's communication function.

During 1990/91 priority was placed on the development of programs to support and respond to workforce adjustment initiatives. Development of a revised classification structure for Assistant Deputy Ministers was ongoing during 1990/91 for implementation in 1991/92.

Affirmative Action

During 1990/91 the efforts to promote the attainment of affirmative action initiatives within departments of government continued with emphasis on development and implementation of departmental affirmative action plans. Efforts focused on developmental activities due to limited external employment opportunities resulting from financial constraints.

During 1990/91 greater emphasis was placed on consulting with departmental staff in the design, implementation and evaluation of affirmative action plans. Emphasis was also placed on review and analysis of retention and turnover of designated groups in government employment to identify and address any areas of adverse impact on the target groups currently employed in the civil service.

Affirmative action was highlighted as an integral part of the audit of departmental staffing practices to ensure regular review of the attainment of departmental affirmative action objectives. Detailed analysis of departmental affirmative action progress is submitted to the Commission Board with staffing audit reports of delegated recruitment and staffing authority.

Two major program initiatives in support of affirmative action, an executive development program for women and an enhanced career development program continued during 1990/91. The Executive Development Program for Women, aimed at increasing the representation of females in senior levels in the civil service, had an enrollment of 130 out of a total eligible population of approximately 250.

With assistance from Commission staff, the Aboriginal Advisory Committee initiated a survey to assess the employment situation of Aboriginal people in government. The objectives were to identify employment barriers, determine professional development needs, assess the impact of the Affirmative Action Program, and develop a strategy and action plan to implement the recommendations flowing from the survey. The report is expected to be completed during the 1991/92 fiscal year. The Aboriginal network continued their involvement in identifying development needs, serving on selection boards, improving outreach recruitment, and reviewing the affirmative action program.

Presentations and updates to departmental managers and human resources practitioners continued as an important aspect of affirmative action implementation during 1990/91.

Secretary - Civil Service Commission Board

The Secretary provides consultation to the Civil Service Commission Board and departmental executive on policy, procedural, legal, program and jurisdictional matters, and supports the prioritization, development, and monitoring of policy development under the provisions of The Civil Service Act.

During 1990/91, the Secretary maintained the analysis of appeal decisions which identifies and summarizes appeal decisions for reference and retrieval.

The Secretary continued to organize orientation and training for Commission members, particularly with respect to the quasi-judicial functions of Commission appeal boards.

Director of Communications

The Director of Communications provides a corporate communication function to enhance implementation of the Civil Service Commission's strategies, objectives and programs. This is accomplished through advice and counsel, communication services and promotional activities.

Media used to deliver the Commission's messages include: an employee newspaper (Inside/Outlook) mailed to the province's 18,000 civil servants, brochures, pamphlets, news releases, speeches, briefing materials, an annual report, audio-visual presentations, and displays.

During 1990/91 five issues of the government-wide employee newspaper Inside/Outlook were published, featuring regular articles on programs, services and events of interest to government employees.

1A Executive Office

Expenditures by sub-appropriation

	Actual 1990/91 $	SY	Estimate 1990/91 $	Variance Over/(Under)	Expl. No.
Total Salaries	270,700	5.00	259,900	10,800	
Total Other Expenditures	55,600		84,500	(28,900)	1

Explanation

1. Reductions in operating attained by deferral or repriorization of expenditures for communications, office supplies and computer equipment.

Administrative Services Division

The Administrative Services Division provides information and operational support services to the government personnel community, employees and the general public and delivers administrative services to Commission staff.

During 1990/91 the Management Support Services Branch was eliminated as a result of decisions taken during estimates process. Financial, personnel and administrative functions previously performed by the branch were transferred to the Department of Finance, or other branches within the Commission.

Benefits & Records Administration

Benefits & Records Administration is responsible for providing central administrative services for government-wide employee benefit and insurance programs in accordance with collective agreements, regulations and personnel policies. This includes the Ambulance & Hospital Semi-Private (AHSP), Dental and Long Term Disability (LTD) plans. The Branch also manages the chargeback and recovery of Workers' Compensation costs from government departments and agencies, maintains reporting programs for retirement, pensionable and seniority service, and compiles financial information for statutory benefit and insurance programs including Unemployment Insurance, the Canada Pension Plan and the Civil Service Superannuation Plan. The Branch also develops government policies and procedures to maintain personnel records and coordinates responses to information requests made pursuant to the Freedom of Information Act.

During 1990/91 administrative improvements were made to the AHSP/Dental, LTD and Workers' Compensation plans. Programs were developed in conjunction with Manitoba Blue Cross to compare information systems maintained by the government and Blue Cross and report discrepancies concerning AHSP/Dental eligibility and coverage. In addition, an automated process was developed to replace the manual method of calculating AHSP premium adjustments. Administrative savings from these improvements have been used to offset workload increases in other areas including LTD, Workers' Compensation and reporting changes to pension information.

The branch facilitates the processing of applications for Long Term Disability benefits by providing support services to a number of key stakeholders including government employees and departments, medical and health practitioners, the Plan adjudicator, the Manitoba Government Employees' Association, legal and actuarial consultants, and various provincial and federal pension boards and agencies. The Plan has demonstrated steady growth since its inception in 1984 and is currently paying disability benefits to approximately 150 recipients. In order to maintain adequate service delivery levels and offset Plan growth, the branch has initiated the development of an automated LTD information system.

The Project Initiation and Requirements Definition phases of the LTD project have been completed. The System Design phase is underway with programming to commence in the fall; system implementation is scheduled for 1992.

The branch implemented full recovery of Workers' Compensation costs from government departments and agencies effective the start of the 1990/91 fiscal year. Departments are directly responsible for processing claims for injured workers and monitoring each claim to facilitate the return to work of the injured employee. The branch manages the chargeback and recovery process and provides support services to departments and the Workers' Compensation Board. A comprehensive procedures manual was developed by the branch to administer plan functions and activities. The branch is also participating in a project undertaken by external consultants to review existing services provided by the Workers' Compensation Board and existing claims management programs used by departments. Recommendations and implementation of a cost effective program of claims management for the province is expected in late 1991.

Federal Pension Reform changes as legislated under Bill C52 prompted changes in the reporting of pensionable service for 1990 and subsequent years. The branch worked with the Civil Service Superannuation Board and department of Finance to implement this change.

The branch conducted a study into the organizational need for maintaining central employee files. The study concluded that the files were redundant and incomplete in terms of content and that most information is available through the government personnel system (MEIS). Since 'official' employee files are maintained by the employing department, approximately 20,000 active and inactive central employee files were transferred to the Government Records Centre for retention. Interim guidelines on personnel records management were issued to departments while a formal service wide policy is being developed.

During the 1990/91 fiscal year, the branch received and processed twelve applications for access under the Freedom of Information Act. Requests were received from current and former employees and various associations on a variety of personal and general information topics including: personnel files, classification requests, competitions, affirmative action plans and employment statistics. The branch also prepared record entries for the department to be published in the 2nd edition of the 'Access Guide to Government Records and Information'.

Personnel Information Management

Overview

The Personnel Information Management Branch is responsible for the development, management and confidentiality of personnel management information within the civil service. In carrying out its responsibilities the branch serves the interests and needs of departmental management, Civil Service Commission programs, Treasury Board and Cabinet. This mission is accomplished through the development of an effective complement of policies, procedures and systems in cooperation with client managers and their staff. In addition to its external mandate, the branch is responsible for providing information support services to the department including systems planning, systems consulting and development, and information resource management.

Objectives

To develop, communicate, evaluate and manage government-wide personnel systems policies, processes and procedures to ensure integrity and confidentiality of data, efficiency and effectiveness of operation and compliance with government policies and resource allocation decisions.

To develop and maintain the information resources, systems and techniques available within the Civil Service Commission to improve staff productivity and program effectiveness.

To evaluate, communicate and maintain information processing facilities and techniques aimed at improving productivity within the Civil Service Commission.

Results

During the 1990/91 fiscal year, the branch completed fifteen system projects in support of the Manitoba Employee Information System (MEIS). The majority of the system projects addressed system changes designed to assist in the effective management of the government's human resources.

Disaster recovery tests and system security reviews were conducted to ensure system integrity and confidentiality of data.

Work continued on the multi-year project of redeveloping the MEIS. During the year the requirements definition phase was completed and significant progress was made on the general design. Work is currently underway to prototype the the system for presentation and review with the MEIS client community.

A project was initiated to develop a Long Term Disability system to administer the LTD program. The system will register, monitor and report on LTD benefit recipients and applicants.

Central employee files were eliminated with the implementation of on-lime inquiry access to the Manitoba Employee Information System (MEIS). This eliminated the maintenance of over 22,000 files.

The branch processed over 68,000 personnel related transactions to the MEIS during 1990/91. The branch also coordinated the annual processing of the fiscal year end changes, seniority service and pensionable service reporting.

The Commission continued to expand and optimize the use of the office automation network with installation of new software and hardware. A system linking the Commissioner's office to the Legislative Building Information System was installed during the year. This system allows the electronic transfer of mail and documents. The communications capacity between the Commission and Manitoba Data Services was increased to allow more users access to the MEIS this change supported the elimination of the central copy of employee files.

1B Administrative Services Division

Expenditures by sub-appropriation

	Actual 1990/91 $	SY	Estimate 1990/91 $	Variance Over/(Under)	Expl. No.
Total Salaries	765,100	19.26	792,500	(27,400)	
Total Other Expenditures	414,900		417,300	(2,400)	

Human Resources Management Division

Human Resources Management Division provides centralized mechanisms for development, communication, monitoring and assessment of human resource management programs, policy and procedures for both central agencies and departments and promotes consistent and equitable programs and practices across the government services.

The Division co-ordinates and monitors affirmative action with the government service.

Program and Policy Development

The branch is responsible for developing and communicating human resources management policies, guidelines, and programs which are responsive to government direction, consistent with legislation and negotiated provisions of collective agreements, contribute to fair and equitable treatment of employees throughout the civil service, and assist departments in effective human resource management.

Corporate Policies

A revised format for Policy Manual materials was researched and introduced to simplify and structure policy content for ease of reading and identification of key elements. The format will be used for all new policy materials and as existing policies are revised they will be formatted accordingly.

During the year the branch researched and completed a new policy directive with application guidelines for Job Sharing and Other Part-time Work Arrangements in recognition of changing work patterns in the workplace. To supplement this material Guidebooks were designed for both managers and employees to assist them in assessing whether a job share or a part-time work arrangement is feasible in their organizational unit.

Revisions to existing policies continued with updates to Over-range Pay applications and the Acting Status directive.

Staffing Audits

Monitoring of delegated staffing activities and practises through the Staffing Audit Program was transferred to the branch during the later part of the year. The Audit Program involves an examination of staffing transactions for compliance and consistency in the application of staffing policies and procedures. Staff completed two audits for renewal of staffing delegation with each resulting in the continuation of these delegation agreements, and one audit to assist a department in preparing for future delegation of staffing authority. Reports were provided to the departments involved with recommendations for enhancements or amendments to staffing practises as necessary.

Audits and investigations were conducted for any appointments for which an selection appeal was registered in order to determine whether there was any irregularities within the selection process. The audits revealed the delegated authorities had carried out their responsibilities appropriately and no appointments were overturned on administrative review.

Civil Service Audit

During the year staff participated on the Steering Committee for the audit of recruitment, selection and classification processes within the civil service conducted by an outside consultant. It is anticipated that the consultant's report will be finalized and released during the next fiscal year.

Job Evaluation

During the year staff chaired an evaluation committee in a review of 200 Financial Officer positions across government using the Hay Classification Plan. The positions are to be included in a newly developed Financial Officer classification series. Information sessions on the new series were provided to human resources branches throughout government.

Workforce Adjustment Program

During 1990/91 the branch supported initiatives of the workforce adjustment program and is developing policies and services to support initiatives during 1991/92 in order to respond to anticipated demands on the workforce adjustment program.

Decentralization Program

During 1990/91 The Civil Service Commission continued to support the Government's Decentralization initiative, through provision of support to staff relocating and staff who declared they would not relocate. Informational handbooks were prepared and distributed to all affected employees. Guidelines and information sessions were prepared for human resources and managerial staff.

Effective April 1, 1991 a total of one hundred and fifty-two (152) positions had relocated to rural Manitoba. In addition, sixty-eight (68) employees who had chosen not to relocate had been placed in alternate positions within the Civil Service.

Executive Development Program for women

The Executive Development Program for Women was established to increase the representation of women in executive positions in government. Participants in the program are offered a variety of developmental and experiential opportunities to assist them in being competitive for executive positions as they arise.

The program also assists departments in achieving their Affirmative Action goals by referring qualified females for consideration for senior management positions.

The program is available to female civil servants presently in middle and senior management positions. The total eligible population is approximately 250, with 130 presently enrolled in the program. To date approximately 100 of these participants have attended a career assessment/planning workshop. This has served as a needs analysis process, the outcome of which will determine program activity over the next year.

Employment Statistics

Branch staff compile appointment, competition and general employment statistics on a monthly, quarterly and yearly basis. Comparative employment reports, including statistical data on the affirmative action program, are regularly provided to Executive Council, executive management across government, and to departmental affirmative action committees.

Personnel Services Branch

The Personnel Services Branch is responsible for the government's Classification and Staffing Programs. In this capacity the branch develops and implements policies, procedures and standards that will ensure system-wide consistency in their application to the areas of staffing, job evaluation and pay administration.

The branch focuses on the delivery of consultative, supportive and service-oriented advice to managers and human resource practitioners while recognizing the need to ensure adherence to provisions of The Civil Service Act and government policies. Emphasis is placed on providing programs and services which enable managers to carry out their personnel management responsibilities.

Branch staff respond to numerous staffing and classification inquiries from the public, employees or employee groups. These inquiries focus primarily on application of the merit principle in selection, equity of treatment in the selection process, the application of Affirmative Action and the provision of classification advice.

Staffing

The branch continued to provide staffing services to all non-delegated departments and to all departments for non-delegated positions such as those classified as senior officers and human resource practitioners. As well, branch staff provided technical advice and guidance to departments with delegated staffing authority.

Job Evaluation

During the fiscal year, the branch continued to develop and improve the classification system. Staff developed and began implementing enhancements which included a comprehensive classification allocation workshop and certification process, benchmarks for selected series, a strategy for delegation of classification to departments, a framework for departmental delegated classification agreements, an evaluation framework to monitor the effectiveness of classification delegation and the health of the job evaluation system as a whole.

Branch staff conducted a limited assessment to determine which government-wide and department-specific classification series require review and/or amendment.

The branch also provided support to the collective bargaining process relative to job evaluation issues.

The branch continued to administer the classification system and evaluate and classify positions in the civil service while moving towards delegation to departments. For the 1990/91 fiscal year, a total of 1143 positions compared to 946 for the previous year, were submitted for review and processed accordingly. The branch continued to maintain an Audit Program, which, through an annual representative sampling of positions across government, determines whether they are still appropriately classified.

The branch continued to review, monitor and report to Treasury Board on senior officer classifications and on departmental Treasury Board submissions with staffing or classification implications.

Classification Appeals

The Civil Service Act grants employees the right to appeal to the Commission Board on classification decisions. During 1990/91, nine classification appeals were defended compared to 16 in the previous year. The branch continues to defend its assessments at classification appeals before the Civil Service Commission Board.

Consulting, Advisory Services

The branch provides consultative and advisory services to departments in job evaluation, classification, staffing, organizational reviews, job design and Affirmative Action. Based on departmental demands, the branch conducted two major organizational reviews involving work units of over 100 staff years. At the request of departmental management, Treasury Board, external or Crown agencies, staff regularly participate in smaller reviews by providing advice and classification assessments.

Employment Counselling and Support Services

Employment Counselling and Support Services Branch provides a centralized front line resource for the general public, civil servants and government departments in the areas of employment counselling, support and placement services, as well as coordinating and administering services to departments and employees impacted by staff year reductions and redeployment.

Branch staff provide:

- Registration and referral of applicants from a computerized inventory to departments in response to requests for all classifications of term and regular entry level positions.
- Implementation of vacancy management and the employee referral and placement process.
- Design and delivery of employee workshops and professional counselling services to facilitate the redeployment process through the development of realistic career options and alternatives.
- Preparation of redeployment and re-employment inventories and maintaining updated documentation of activities for distribution to appropriate departments.
- Worksite assessments to facilitate the acquisition of technical aids for potential or existing employees with physical disabilities.
- Promotion and maintainance of contacts with outreach agencies to provide consultative as well as liaison services to departments in terms of recruitment, assessment and information on and for Affirmative Action groups.

Employment Counselling and Support Services provided information on the recruitment and selection process of the Manitoba Government and alternatives outside of government to assist clients in career exploration and in developing realistic employment strategies. In 1990-91, staff provided 704 individual employment counselling interviews and 304 persons attended the resume writing and/or the interview skills workshops.

Through the use of an applicant inventory system, assistance was provided to civil servants and the general public in gaining meaningful employment and to departments in meeting their recruitment objectives by referring applicants to 210 positions in a variety of classifications throughout government.

Staff continue to liaise with government departments, organizations and agencies for the purpose of increasing understanding of cross cultural awareness and to facilitate direct outreach recruitment to meet departmental staffing needs. Pursuant to this objective 43 presentations were made to outside agencies and 28 presentations were made to government departments. The branch also participated in career symposiums and presented informational displays at several conferences and events.

Employment Counselling and Support Services Branch

1990/91 Statistical Information

Workshops:

	Sessions	Participants
Resume Writing:	18	131
Interviewing Techniques:	24	173
TOTAL	42	304

Employment Counselling/Interviews:

	Target Group Members	Other	Sub-Total
Civil Servants:	67	22	89
General Public:	376	239	615
TOTAL	443	261	704

Vacancies (Requests for Referrals):

Entry Level	
Casual:	22
Term:	136
Regular:	11
Other than entry level	34
TOTAL	203

Applicant Inventory Profile

Total number of applicants registered	3,509
Total number of women	2,043
Total number of men	899
Total number of non-declared applicants	0
* Total number of disabled	126
* Total number of visible minorities	393
* Total number of Aboriginal people	169

* those persons who have self-declared.

Employee Assistance Program

The Employee Assistance Program (E.A.P) ensures civil servants receive help with a variety of personal and interpersonal problems which may impact negatively on their home or work life. Factors such as marital conflict, parent-child relationships, psychological concerns (e.g., stress, depression, grief, etc.) financial or legal issues, workplace conflicts and stress, and problems associated with the use of alcohol and other drugs are all examples of employee problems which frequently interfere with effective work performance. A primary consideration of the program is the belief that early detection of these problems and a positive intervention process by E.A.P. help deter high costs associated with absenteeism, illness and poor morale of employees.

This cost-shared, union-management program is accessed by employees and their immediate family members on a voluntary basis.

In the last two years much of the program growth can be attributed to the development of new services: consultation, debriefings of critical incidents involving traumatized workers, the demand for mediation of workplace conflicts, and interventions pertaining to complaints of sexual harassment.

Growth in New Service Areas:

a) Consultations increased from 245 in 1989/90 to 290 in 1990/91. This service was provided to employees, co-workers, supervisors, managers, and union representatives seeking advice concerning a range of problems impacting on the workplace (e.g. worker conflict, harassment, mental health problems, death or terminal illness, severe depression or complaints of suicidal thoughts, substance abuse etc.).

b) Psychological debriefing of employees traumatized by unusual circumstances in the workplace continues to account for over 200 of the employees seen by E.A.P. annually.

c) Mediation of workplace conflict has gained popularity in the past two years. Employees partaking of this service increased to 70 in this fiscal year from 15 in 1989/90.

d) E.A.P. has been actively involved in the issue of sexual harassment in the workplace since the introduction of the government's new policy on this issue. The program's telephone number is advertised as the Sexual Harassment Information Line for employees. E.A.P. offers consultation, counselling for complainants and employees being investigated for harassment, as well as mediation, where appropriate, for those affected by the complaint. The program dealt with 55 contacts concerning sexual harassment over the past year.

Overall, the program experienced an increase in employee contacts for the fourth consecutive year. 1990/91 represented an 11% increase with a total of 2,820 employee contacts compared to 2,535 in 1989/90.

Development and Training

Development and Training is responsible for providing consulting and staff development services which address the corporate organization goals of the government and the departments.

The branch provides programs and strategies which enhance the understanding, acceptance and application of government human resource policies and which meet the development needs of departments.

Organization Development

During 1990/91, Development and Training experienced increased demand for its consulting services. The number of consulting interventions increased to 75 and the number of clients for those services increased to 1023.

Emphasis was given to improving operating effectiveness and service responsiveness throughout the government. The majority of consulting requests fell within one of five areas.

One area was strategic planning. The branch assisted several departments to revise or introduce planning systems, either across the department or within certain branches.
Help with improving service to the public was another area in which the branch frequently consulted. New approaches were developed to heighten sensitivity to what the public wants. The branch supported one department's initiative to build a service oriented culture for all its employees.

The third major area of consulting was working with organizations to improve their performance management practices, especially those practices which emphasized greater employee collaboration. The branch designed new processes to encourage employee participation and cooperation and assisted departments with implementing those processes.

Helping departments integrate staff development plans with operating plans was another common consulting request. In addition to working out such plans with a number of organizations, the branch collaborated in designing a model plan which could be used by all departments.

The fifth significant area of consulting was trainer development. The branch assisted departments with increasing their self sufficiency to train their own employees. Additionally, the branch organized the Trainer Resource Group which represents the government training community and serves as a vehicle for them to network and learn from one another, as well as share resources.

Staff Development

During 1990/91, Development and Training delivered 230 training seminars. These seminars were attended by 3200 employees.

Major trends in training are the emphasis on seminars in support of organizational development, as opposed to personal development, and the increased demand for training to be delivered within departments, as opposed to general offerings.

A training strategy and seminar was designed to support the introduction of the Sexual Harassment Policy. The seminar was delivered on site to improve its relevancy and to increase the potential for effective implementation

Continued emphasis was given to training which supported the Affirmative Action Policy. Seminars were offered to assist target group members plan career changes and improve their effectiveness on the job. The branch supported the efforts of the Executive Development Program for Women by co-facilitating training seminars which will help participants take advantage of executive career opportunities.

Seven seminars were arranged in support of the Executive Development Policy. The Executive Development Seminar Series provided senior managers with knowledge and skill helpful in managing for peak performance. In addition, a new seminar program was implemented for deputy ministers. These short and topical seminars provided deputies with an opportunity to not only learn from experts in management, but also, to exchange ideas among themselves which could improve operating effectiveness in the civil service.

The branch introduced a brokering service, the purpose of which is to assist departments in connecting with Manitoban and Canadian training vendors who could supply alternate or additional training programs.

Corporate Development

In addition to its services in support of corporate policies, including Affirmative Action, Executive Development and Performance Management, a major initiative was the provision of consulting and training services in support decentralization. Special provision was made to offer training for employees affected by decentralization, to help them with any adjustment. Consulting service was provided to organizations impacted by decentralization, preparing them for changes in how they would operate.

Workforce Adjustment Program

This program is geared towards assisting employees whose positions were deleted through the 1989/90 budget exercise. Of the 37 employees who could not be redeployed within their own departments as a result of the 1989/90 budget exercise and departmental reorganizations, 17 were placed in alternative employment, 11 were placed on a priority staffing list, 3 remain on an availability list, and 6 resigned by March 31, 1990.

Career Development Program

The Career Development Program is an Affirmative Action focused initiative which enables selected candidates to develop and progress, through on-the-job training into managerial and professional positions. During the 1990/91 fiscal year, negotiations took place with 5 departments in identifying specific opportunities. Management trainees were subsequently recruited and placed in these positions are are expected to complete their training in 1991/1992.

The program has been strengthened and expanded in that greater emphasis is being placed on consulting with departments in identifying, designing and implementing long term developmental strategies. These strategies are intended to provide greater opportunities for existing departmental staff.

Career Pathing Inventory

The Career Pathing Inventory was established in order to assist clerical and administrative support staff in their development by facilitating short-term work assignments throughout government. In support of this program a specially designed workshop is offered to help employees identify their career objectives and prepare for inclusion in the inventory. Employees completing the workshop have their skills, experience and developmental needs assessed. The resulting information is then used to match these employees with developmental opportunities throughout departments.

1C Human Resources Management Division

Expenditures by sub-appropriation

	Actual 1990/91 $	SY	Estimate 1990/91 $	Variance Over/(Under)	Expl. No.
Total Salaries	1,912,000	55.36	1,996,300	(84,300)	
Total Other Expenditures	611,600		766,700	(155,100)	1
Less: Recoverable from other appropriations	(199,800)		(368,200)	168,400	2

Explanation

1. Reduction in operating expenditures attained by deferral and repriorization of operating expenditures for program delivery, development of training programs and operating supplies due to repriorization of staff to workforce adjustment initiatives.
2. Short fall in recoveries due to deferral of programs funded on a cost recovery basis due to repriorization of program delivery due to workforce adjustment. Reduction in demand for Commission programs due to department repriorization of program use.

Labour Relations Division

Labour Relations Division represents the government in union-management relations with the public service.

The branch provides specialist and consultative services in respect of labour relations to the Civil Service Commission and departments of government.

Compensation Services Branch

The Compensation Services Branch is responsible for developing, recommending and implementing pay and benefit policies for the civil service. It is also responsible for providing research and analytical support for the collective bargaining process. The branch also provides advice and assistance to a number of crown boards and agencies on request.

Compensation Services Branch staff research, analyze and recommend compensation policies which directly affect employees' wages, benefits and working conditions. Much of this work takes place in the collective bargaining context. Staff are involved in preparing research material for presentation in negotiations and arbitrations. The Branch also plays a major role in the accurate and timely implementation of collective agreements.

To assist in fulfilling its responsibilities, the Branch has developed and maintains a broad data base in support of compensation, salary, benefit and policy-related issues. Information is exchanged with a number of local employers and employer organizations as well as with employer representatives from the federal and provincial governments.

During 1990-91 the branch provided research support for the renegotiation of a number of collective agreements including costing of bargaining demands and preparation of interest arbitration briefs.

The branch also represents the interests of the government as employer, on matters relating to pensions and group insurance for 30,000 members and 7,000 pensioners of the Civil Service Superannuation Fund. In addition, it represents the government and the Department of Education on pension matters for 18,000 teachers.

During 1990-91 discussions were held with employees representatives regarding possible changes to Public Servants Insurance Plans. Discussions were also held with both civil service and teacher employee representatives regarding modifications to the Civil Service Superannuation and Teachers pension plans.

Contract Administration

The Branch is responsible for the administration of the collective agreements it negotiates. This includes implementation and interpretation of the agreements. The Branch is also responsible for coordination of all grievance-arbitration activities on behalf of management. This involves assisting management to resolve grievances during the grievance procedure and representing management on any grievances referred to arbitration or appeal for resolution.

The Branch has conducted investigations in to allegations of misconduct in the workplace such as sexual harassment. In each case it has recommended a course of action for the employer to follow.

The Branch participates in a variety of labour-management consultative processes with various bargaining agents.

The Branch also conducts a number of educational programs for management designed to familiarize managers with their rights and obligations under collective agreements and to provide them with the knowledge and skills to deliver government programs in the most efficient and effective manner.

Negotiation Services Branch

The Negotiation Services Branch provides a complete range of labour relations services to government by representing management in labour relations activities involving both unionized and non-unionized employees. These activities include negotiation with the bargaining agents representing government employees and administration of collective agreements. The Branch also provides, on request, consultative labour relations services to a number of Crown boards and government-funded agencies.

Collective Bargaining

The Branch, during 1990-91, concluded collective agreements with a number of bargaining agents — Manitoba Lotteries Commission and the Manitoba Government Employees' Association (MGEA) representing casino workers; the Department of Family Services and the MGEA representing Child Development Counsellors; Manitoba Schizophrenia Society and the MGEA; Department of Health and the Manitoba Nurses Union (MNU) representing Registered Nurses in the Continuing Care Program.

The Branch also represented the employer in the negotiation and the conclusion of the following collective agreements as a result of the Arbitration process; the Manitoba Government and the Manitoba Medical Association (MMA) representing government employed doctors; the Manitoba Government and the Manitoba Association of Crown Attorneys (MACA) representing Crown Attorneys employed by the Department of Justice. The Branch also represented the employer in the conclusion of the following contracts as a result of the final offer selection process: The Manitoba Government and the Professional Institute of the Public Service of Canada (PIPS) representing Government Employed Professional Engineers; the Legal Aid Services Society and the Legal Aid Lawyers' Association (LALA) representing the Legal Aid Lawyers.

At the end of 1990-91 the Branch was engaged in collective bargaining relative to several contracts - the Manitoba Government and the MGEA representing all unionized government employees (including the negotiation of the master agreement and its nine component agreements); the Child and Family Services Agencies in Winnipeg and the Canadian Union of Public Employees (CUPE) representing social workers and support staff; various Housing Authorities throughout the Province and their bargaining agents; the Manitoba Lotteries Commission and the MGEA representing casino workers.

The Branch also assisted in the negotiation of fee for service contracts with the MMA representing doctors and the Manitoba Dentists Association (MDA) representing Dentists on behalf of the Department of Health and Family Services in 1990-91. It is also engaged in the negotiation of fee for services between the Department of Health and the Manitoba Chiropractors Association (MCA) representing Chiropractors.

1D Labour Relations Division

Expenditures by sub-appropriation

	Actual 1990/91 $	Estimate SY	1990/91 $	Variance Over/(Under)	Expl. No.
Total Salaries	653,600	14.00	657,900	4,300	1
Total Other Expenditures	190,700		142,500	(48,200)	

Explanation

1. Increase in expenditures due to an increase in professional costs associated with the arbitration process in the civil service.

Civil Service Commission Benefit Plans

These plans provide certain benefits to employees of the Manitoba Government and its various boards, commissions and agencies, as required by legislation or agreement. The Civil Service Commission carries out the financial responsibilities of the employer in the following areas:

Expenditures by sub-appropriation

		Actual 1990-91 $	1990-91 $	Estimate Variance Over/(Under)	Expl. No.
2A	Civil Service Superannuation Plan	20,471,600	20,773,000	(301,400)	
2B	Canada Pension Plan	10,164,000	10,773,700	(609,700)	
2C	Group Life Insurance Plan	2,036,600	2,041,800	(5,200)	
2D	Workers Compensation Plan	3,258,800	3,675,000	(416,200)	1
	Less: Recoverable from Other Appropriation	(2,670,100)	(3,250,000)	(579,900)	2
	Net Total	588,700	425,000	163,700	2
2E	Unemployment Insurance Plan	15,919,300	16,665,800	(746,500)	3
2F	Dental Plan	4,827,300	4,725,000	102,300	
2G	Long Term Disability Plan	1,042,540	1,320,000	(277,460)	4
2H	Ambulance & Hospital Semi-Private Plan	374,100	390,000	(15,900)	

Explanations

1. Increased salary maximums set the Workers Compensation Board for 90/91 and fluctuations in the number of compensable claims resulted in a variance of (11.3%).
2. Recoveries are based on assessments and the variance between estimated and actual assessments resulted in a corresponding reduction between estimated and actual recoveries. In addition, recoveries are understated by $329.3 since recoveries from government agencies are considered part of general revenue.
3. A 20% increase in UIC premiums effective January 1, 1990 and an increase in payroll costs that was less than the average increase in the four previous fiscal years resulted in the (4.5%) variance.
4. Anticipated increases to compensate for Plan growth, experience and salary increases were moderated by a slight increase in the number of plan recipients and the effects of salary legislation resulting in lower expenditures than projected.

Levy for Health and Post-Secondary Education

The levy provides for the payment to the Department of Finance as required by the Health and Post-Secondary Education Tax Levy Act. Under this Act, an employer is to pay a tax levy of 2 1/4 percent of salaries.

Appropriation Expenditures

		Actual 1990-91 $	Estimate 1990-91 $	Variance Over/(Under)	Expl. No.
3	Levy-Health and Post Secondary Education	14,364,800	13,863,600	501,200	

PART III

Manitoba Civil Service Commission

Expenditure Summary

for fiscal year ended March 31, 1991
with comparative figures for the previous fiscal year

Estimate 1990/91		Appropriation	Actual 1990/91	Actual 1989/90	Increase (Decrease)	Explanation Number
	17-1	Civil Service Commission				
		(a) Executive Office				
$ 259,900		Salaries	$270,742	$267,389	$3,353	
84,500		Other Expenditures	55,630	73,796	(18,166)	1
		(b) Administrative Services				
792,500		Salaries	771,517	794,276	(22,759)	
417,300		Other Expenditures	414,879	450,248	(35,369)	
		(c) Human Resource Management Services				
1,996,300		Salaries	1,912,019	1,734,862	177,157	
766,700		Other Expenditures	611,609	703,441	(91,832)	
(368,200)		Less: Recoverable from Other Appropriations	(199,792)	(81,425)	(118,367)	2
		(d) Labour Relations Services				
657,900		Salaries	653,603	599,987	53,616	
142,500		Other Expenditures	190,689	190,649	40	
4,749,400			4,680,896	4,733,223	(52,327)	
	17-2	Civil Service Benefit Plans				
20,773,000		(a) Civil Service Superannuation Act	20,471,607	17,941,837	2,529,770	3
10,773,700		(b) Canada Pension Plan	10,163,982	9,208,236	955,746	4
2,041,800		(c) Civil Service Group Life Insurance	2,036,569	1,979,628	56,941	
		(d) Workers' Compensation Board Assessments re: Accidents to				
3,675,000		Government Employees	3,258,797	3,277,131	(18,334)	
(3,250,000)		less: Recoverable from other Appropriations	(2,670,083)	(2,036,324)	(633,759)	5
425,000			588,714	1,240,807	(652,093)	
16,665,800		(e) Unemployment Insurance Plan	15,919,346	13,105,093	2,814,253	6
4,725,000		(f) Dental Plan	4,827,297	4,661,996	165,301	
1,320,000		(g) Long Term Disability Plan	1,042,540	929,447	113,093	7
390,000		(h) Ambulance and Hospital Semi-Private Plan	374,078	366,846	7,232	
57,114,300			55,424,133	49,433,890	5,990,243	
13,863,600	17-3	Levy for Health & Post-Secondary Education	14,364,789	13,928,336	436,453	
75,727,300			74,469,818	68,095,449	6,374,369	

Explanation

1. Reflects decreased expenditures for operating and equipment.
2. Reflects the estimates decision to increase cost-recovery of Development and Training programs from departments.
3. Expenditure increases of 14.1% resulted from increases in the province's share of pensions paid and the province's share of benefits paid on termination, reciprocal agreement transfers, and marriage breakdown transfers.
4. The 10.4% increase is consistent with actual expenditure increases approximating 11% per annum since 1985/86.
5. Effective April 1990, administrative costs and legislated pension increases charged by the Workers' Compensation Board were recovered from government departments and agencies resulting in an increase of 31.1%. The decrease in assessments and increase in recoveries resulted in a significant reduction in the net central cost to the Plan for 1990/91.
6. Expenditure increases reflect changes to federal UIC legislation including a 20% rate increase effective January 1, 1990.
7. LTD plan expenditures increased as a result of continued Plan growth, maturity and utilization.

Department of Civil Service Commission

Revenue Summary by Source

for the year ended March 31, 1991
(with comparative figures for March 31, 1990)

Actual 1989/90	Actual 1990/91	Increase (Decrease)	Source	1990/91 Actual	1990/91 Estimate	Variance	Expl. Number
			Current Operating Programs:				
$7,500	328,000	320,500	Other Revenue: (a) Fees	$328,000	413,600	85,600	1
$7,500	328,000	320,500	Total Revenue	$328,000	413,600	85,600	

Explanation

1. Other revenue includes 288.2 of Workers Compensation costs for government agencies which are recovered and reported as revenue.

Department of Civil Service Commission

Five Year Expenditure and Staffing Summary by Appropriation ($000)

for years ending March 31, 1987 - March 31, 1991

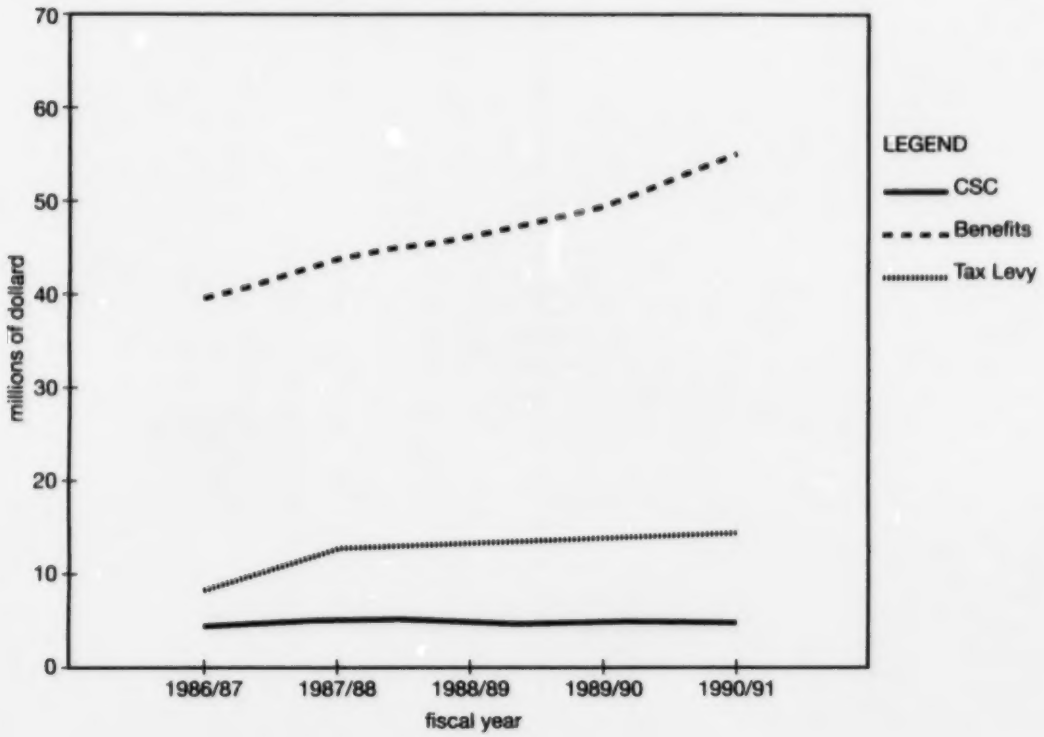
	Actual/Adjusted Expenditure									
	1986-87		1987-88		1988-89		1989-90		1990-91	
	SY	$	SY	$	SY	$	SY	$	SY	$
Executive Office	6.00	341.8	6.00	375.4	5.00	328.4 (2)	5.00	341.2	5.00	326.4
Administrative Services	19.00	1,162.7	19.00	1,061.8	22.00	1,251.9 (3)	22.00	1,244.6	19.26	1,186.4 (7)
Human Resources Management Services	55.26	1,891.3	55.36	2,664.0	49.36	2,095.5 (4)	57.36	2,356.9 (6)	55.36	2,323.8 (8)
Temporary Assignment Program	7.00	—	7.00	—	2.00	1.8 (5)	2.00	—	—	— (9)
Labour Relations Services	13.00	748.2	14.00	768.1 (1)	14.00	710.2	14.00	790.6	14.00	844.3
Civil Service Superannuation Plan		12,236.4		13,856.4		15,251.7		17,941.8		20,471.6
Canada Pension Plan		6,892.9		7,615.6		8,008.8		9,208.3		10,164.0
Group Life Insurance Plan		1,790.0		1,854.4		1,918.5		1,979.6		2,036.6
Workers Compensation		1,641.5		2,277.1		2,152.8		1,240.8		588.7
Unemployment Insurance Plan		12,362.9		13,484.1		13,816.6		13,105.1		15,919.3
Dental Plan		3,594.2		3,995.3		4,277.2		4,662.0		4,827.3
Long Term Disability Plan		741.3		670.5		659.2		929.4		1,042.5
Supplementary Health Plan		—		—		125.8		366.8		374.1
Levy for Health and Post-Secondary Education		7,862.5		12,439.3		13,055.4		13,928.3		14,364.8
TOTAL	100.26	51,235.7	101.36	61,062.0	92.36	63,653.8	100.36	68,095.4	94.10	74,469.8

Explanations

1. One (1.00) SY was required to meet increased demands for labour relations and negotiations and consulting services for government agencies, boards and commissions.
2. One (1.00) SY was transferred to Human Resources Management Services to reflect program delivery.
3. Three (3.00) additional SYs were required for systems development work.
4. The net decrease of 6.00 SYs are as follows:
   a) elimination of the executive recruitment program - (1.00) SY
   b) elimination of a position in the personnel function - (1.00) SY
   c) one (1.00) SY was required for additional Employee Assistance Counsellor to meet rural service needs funded through the MGEA Jobs Fund - 1.00 SY
   d) transferred from Executive Office - 1.00 SY
   e) elimination of 6 positions in the Career Development Program - (6.00) SYs
5. Reduction of 5.00 SYs due to the elimination of 3 vacant positions in the program, elimination of the Pay Equity Commissioner's position and the deletion of a position as per the Senior Officer Reduction Program.
6. The increase of 8.00 SYs as as follows:
   1.00 SY is required for the establishment of an Executive Development Program for Women.
   7.00 SYs are required for the establishment of a Career Development Program for affirmative action designated groups.
7. Reflects transfer of administrative functions to the Department of Finance.
8. Reflects reductions during 1990/91 Estimates Exercise.
9. Reflects reductions during 1990/91 Estimates Exercise.

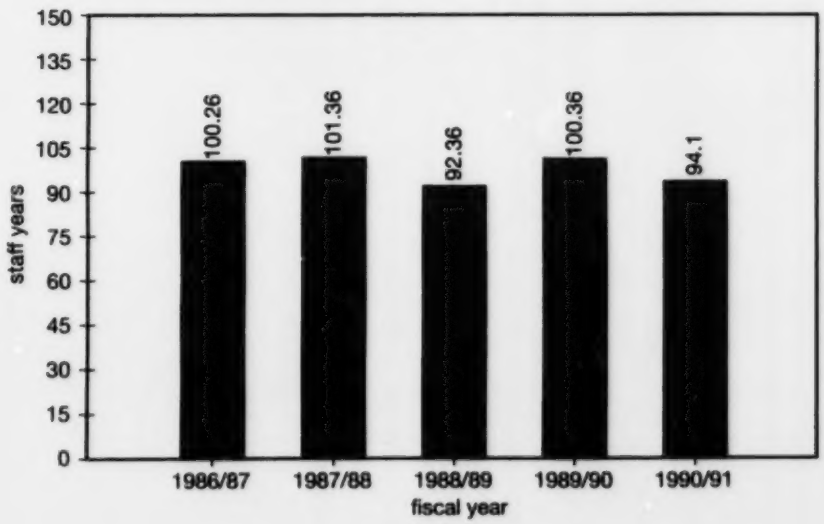
Civil Service Commission

Five Year Expenditure History by Main Appropriation



Civil Service Commission

Five Year Staff History



Employment Statistics

Total Number of Civil Service Employees at Fiscal Year End 1989-1990-1991

Department	March 1989	March 1990	March 1991
Agriculture	532	496	506
Civil Service Commission	115	109	106
Community Support Program	—	—	2
Cooperative, Consumer & Corporate Affairs	141	147	150
Culture, Heritage and Citizenship	421	436	442
Education			
• Non-Institutional	738	862	735
• Community Colleges	1,017	1,086	1,163
Employment Services & Economic Security	616	—	—
Energy and Mines	185	184	177
Environment	275	207	209
Executive Council	43	46	43
Family Services			
• Non-Institutional	638	1,163	1,168
• Manitoba Developmental Centre	634	658	670
Finance	408	415	401
Fitness & Sport	—	—	12
Government Services	1,238	1,232	1,206
Health			
• Non-Institutional	1,855	1,908	1,903
• Mental Health Care	1,023	1,061	1,052
Highways and Transportation	1,177	1,218	1,231
Housing	240	250	238
Industry, Trade and Tourism	193	215	192
Justice	1,077	1,097	1,086
• Correctional Institutions	916	923	932
Labour	221	317	306
Legislation	113	115	115
Natural Resources	1,053	1,042	1,005
Northern Affairs	112	114	115
Rural Development	270	337	316
Seniors Directorate	—	3	3
Status of Women	—	14	14
Urban Affairs	18	19	21
TOTAL	**15,269**	**15,674**	**15,519**

NOTE: These figures include all shift and hourly civil servants and term employees paid on a regular basis. Does not include departmental (time certificate or casual), contract and sessional.

Contract Employment	44	44	42
Other Employees*	2,799	2,679	2,874
GRAND TOTAL	**18,092**	**18,397**	**18,435**

* Comparative employment for other employees paid on a time-worked basis. This includes departmental, casual, sessional and as, if, when employees.

Comparative Employment For All Employees at Fiscal Year End

1989-1990 -1991

Department	March 1989	March 1990	March 1991	Notes
Agriculture	633	539	598	1
Civil Service Commission	116	112	110	
Community Support Program	—	—	2	
Cooperative, Consumer & Corporate Affairs	142	148	151	
Culture, Heritage and Citizenship	422	441	444	
Education				
• Non-Institutional	829	1,015	808	2
• Community Colleges	1,233	1,186	1,519	2
Employment Services & Economic Security	681	—	—	
Energy and Mines	185	187	179	
Environment	279	207	211	
Executive Council	44	46	43	
Family Services				
• Non-Institutional	740	1,260	1,252	
• Manitoba Developmental Centre	683	688	707	
Finance	413	423	409	
Fitness & Sport	—	—	13	5
Government Services	1,299	1,272	1,243	3
Health				
• Non-Institutional	1,927	1,975	1,977	
• Mental Health Care	1,142	1,218	1,214	
Highways and Transportation	2,334	2,379	2,379	
Housing	241	251	239	4
Industry, Trade and Tourism	196	223	198	5
Justice	1,141	1,172	1,146	6
• Correctional Institutions	1,183	1,183	1,241	7
Labour	221	321	310	
Legislation	154	174	181	
Natural Resources	1,451	1,489	1,389	8
Northern Affairs	113	115	117	
Rural Development	271	337	317	
Seniors Directorate	1	3	3	
Status of Women	—	14	14	
Urban Affairs	18	19	21	
TOTAL	**18,092**	**18,397**	**18,435**	

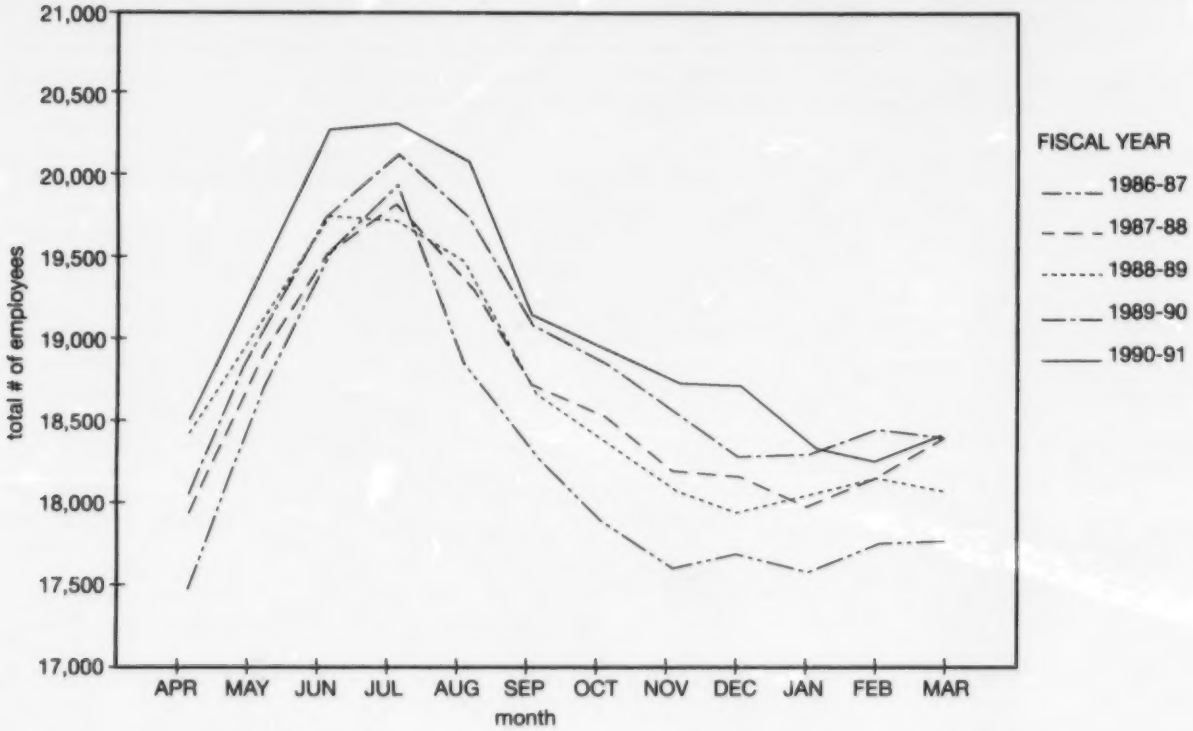
Notes:

1. The change in employment level in the Department of Agriculture is due to an increase in casual employment.
2. The decrease in non-institutional employment reflects the change in responsibility for the Market Driven Training Program from Education to the Community Colleges. The department also experienced decreased employment due to the deletion of the New Careers Program.
3. The Department of Government Services experienced employment decreases due to the closure of the Gimli Properties Program.
4. The decrease of employment in the Department of Housing reflects the decrease in program support for Research & Planning Branch.
5. The Sports Directorate Program was transferred from Industry, Trade & Tourism and the new department of Fitness & Sport was created.

6. The Justice Department employment level decreased due to the program reductions to the Aboriginal Justice Inquiry and Land Titles Branch.
7. The increase in employment in Correctional Institutions can be attributed to additional correctional services for Milner Ridge and the Remand Centre. Casual employment has also increased at all correctional facilities.
8. Fluctuations in departmental employment as well as in employment level reductions in many program areas is the cause of decreased employment in the Department of Natural Resources.

Province of Manitoba

Monthly Employment All Categories

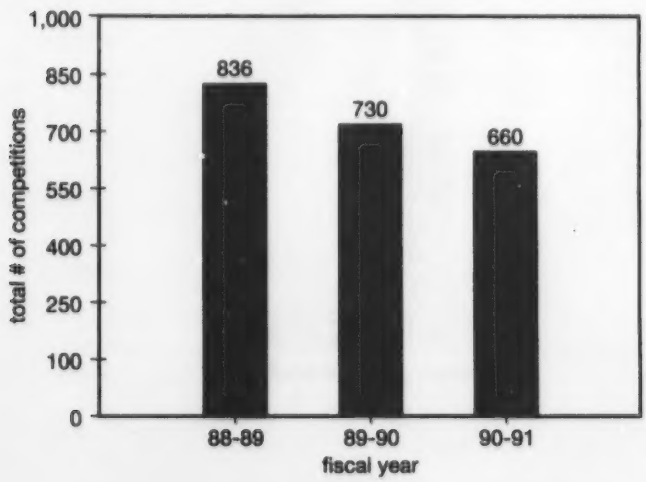


Competitions

Department	1988-1989	1989-1990	1990-1991
Agriculture	18	29	42
Civil Service Commission	11	8	3
Community Support Programs	—	—	0
Coop., Consumer & Corporate Affairs	7	8	6
Culture, Heritage and Citizenship	20	43	41
Education & Training	66	78	52
Employment Services & Economic Security	16	-	-
Energy and Mines	4	16	19
Environment	40	26	23
Executive Council	4	2	0
Family Services	83	96	76
Finance	15	26	13
Fitness & Sport	—	—	0
Government Services	40	49	55
Health	100	148	72
Highways and Transportation	99	105	70
Housing	14	13	11
Industry Trade and Tourism	7	17	13
Justice	119	116	92
Labour	17	17	17
Legislation	5	6	6
Natural Resources	24	49	36
Northern Affairs	4	9	4
Rural Development	17	20	8
Urban Affairs	0	2	1
Seniors Directorate	—	0	0
Status of Women	—	0	0
TOTAL	**730**	**883**	**660**

Competitions

Comparative totals



Applicants by Category

- **Total Number of Applicants**

Male	Female	In-Service	Out-Service
9,825	9,156	4,052	14,929

- **Total Number of Applicants Interviewed**

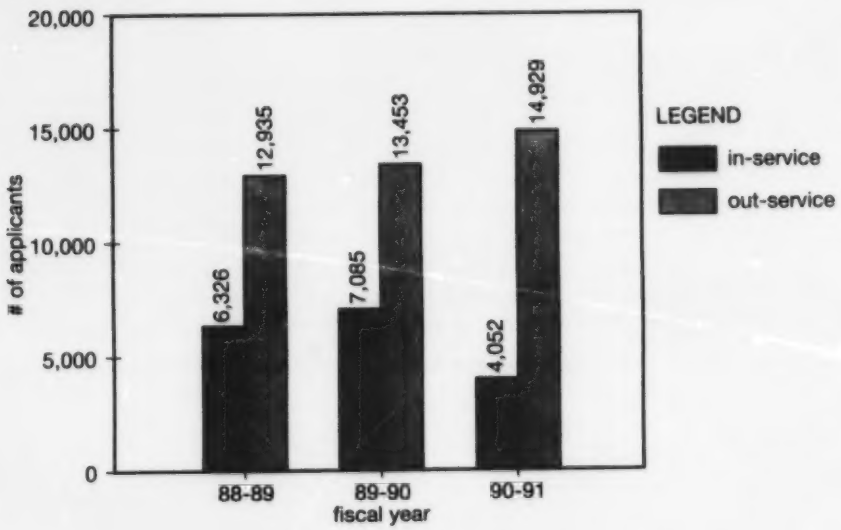
Male	Female	In-Service	Out-Service
1,554	2,178	1,550	2,182

- **Total Number of Applicants Appointed**

Male	Female	In-Service	Out-Service
351	580	471	460

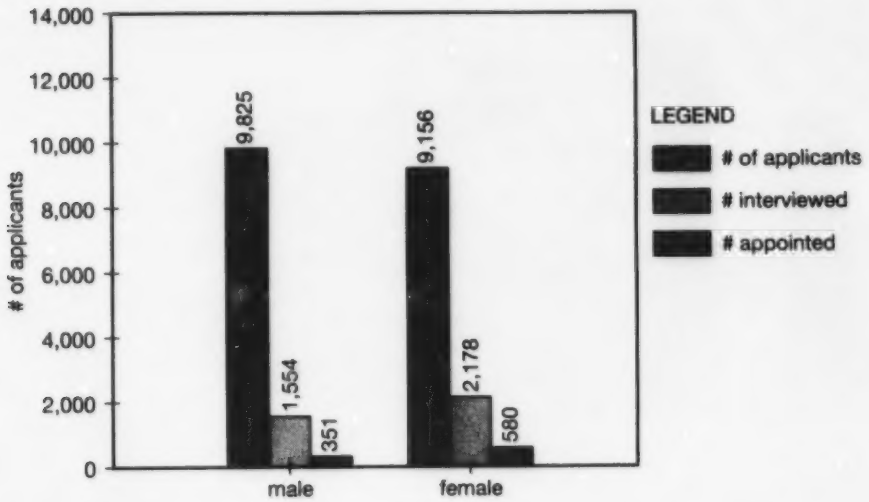
Applicants

Comparative totals



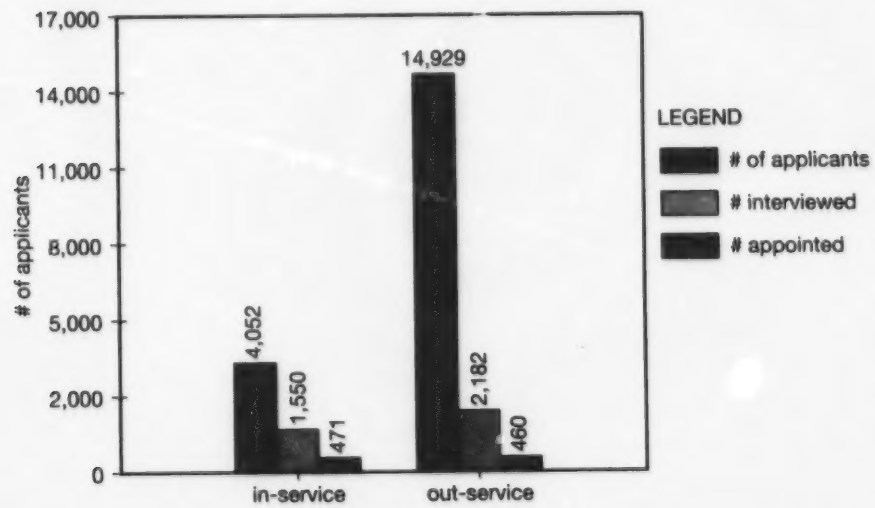
Applicants by Category

For the 1990-1991 fiscal year
male/female



Applicants by Category

For the 1990-1991 fiscal year
in-service/out-service



Average Applicants Per Competition